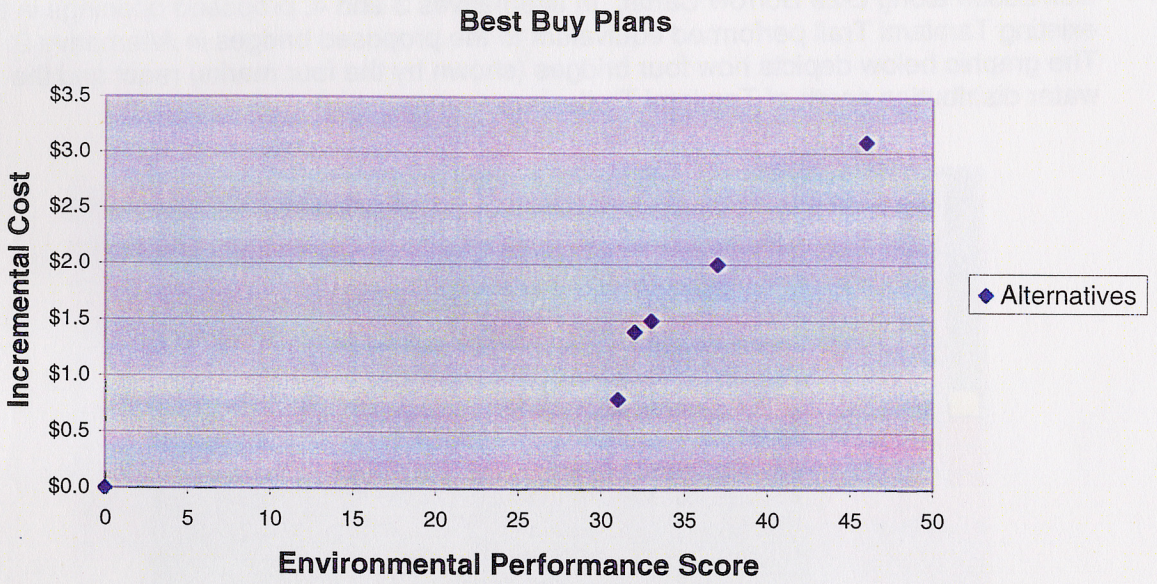
Analysis shows that alternatives 5a, 6a, 7a, 8a and 9a are all cost effective. In order to make a better decision about which alternative to recommend, the team also conducted an incremental cost analysis. It helps evaluate which cost effective plan provides the greatest benefit, given the Corp's and sponsor's constraints. Table 32 summarizes this analysis, and Figure 31 represents the results graphically.

Table 32. Incremental Cost Analysis of Cost Effective Alternatives

Cost Effective Alternatives	Performance Score	Incremental Performance	Cost (millions)	Incremental Cost	Incremental Cost per Performance Unit Gained (millions)
No Action	0	0	0	0	0
7a	31	31	$23.3	$23.3	$0.8
8a	32	32	$44.3	$44.3	$1.4
9a	33	33	$48.0	$48.0	$1.5
6a	37	37	$74.7	$74.7	$2.0
5a	46	46	$142.4	$142.4	$3.1

Figure 31. Incremental Cost and Performance Comparison



Together, Table 32 and Figure 31 show that Alternative 5a provides by far the highest environmental performance, but also at a much higher incremental cost than any of the other alternatives. Alternative 7a, however, provides a significant portion of benefits provided by Alternative 5a, but at a much lower incremental cost. While neither analysis provides a simple selection rule, dictating which choice must be made, they help team